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PART IV. G.

Robert S. Wattles (D/Pers from Feb 1968 - January 1971) on Advance Planning and Manpower Controls. The excerpts are from Tape 21 made on 3 August 1971.

The first thing that can be said about Advance Planning is that there has not been any until the last few years. The whole philosophy in the early days of the Agency was one of growth, a big impetus from the Korean War, sky was the limit, money was free. If we needed more buildings, we got them; if we needed more people, we got them and whenever anybody had a new idea and it was not a matter of taking somebody on board to do it, we simply went out and hired some more people to do it. There was no competition within the Agency. The competition was all with the outside community. With this whole philosophy running through the entire Agency, when the day came that somebody really put the brakes on, the Bureau of the Budget set ceiling figures, average employment figures, average grade controls, the line managers did not know what to do. Hence, POD had to put on a day to day count. But on the matter of planning there was no long range analysis and in retrospect Wattles thinks now that this was something that George Meloon said a long time ago, that we were going to reap the whirlwind one of these days. There was no attempt, up to 1962 at least, there was no attempt to plot what was happening with input. About this time it is true that [redacted] in the Plans Staff had plotted the hump. (JJW Note: It was in 1959 in his paper on Controlled Staffing.) but [redacted] must have been a prophet without honor in his own country because he was not getting much attention. "Certainly if we were as smart in the Sixties as we think we are in the Seventies, we could have done a much better job of long range forecasting, rate of turnover, natural attrition, forced attrition, and rate of advancement in the service, and therefore the rate at which you put them in at the bottom; given the fact that we have a philosophy of a competitive service in which most of the professionals come in at the bottom and develop up through the

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f. Since the designated "Acting" officer has the same authority as the officer he temporarily replaces, we have trouble with your use of specified delegations to the "Acting Director of Personnel" and "Acting DD/M&S." Such phraseology seems to be meaningless. We suggest instead that the words "Deputy" and "Associate" would be more appropriate.

g. Subparagraph C.1. authorizes chiefs of stations and bases to appoint employees. We suggest that this authority should be restricted to the DCI, DD/M&S and Director of Personnel.

2. Finally, it may be possible to reorganize and group these delegations in a more meaningful way. We will be pleased to attempt this in conjunction with Office of Personnel and your representatives.

Robert S. Wattles
Associate Deputy Director
for
Management and Services

cc: D/Pers

STAT

EO-DD/M&S: [redacted] :kmg (9 Oct 73)
Distribution:
Orig & 1 - Adse
1 - DD/M&S Subject w/background (ref RS & draft) - DDM&S 73-3873
1 - DD/M&S Chrono
1 - RSW Chrono

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OGC 73-1958

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM: Chief, Information Systems Analysis Staff, [redacted] 2E42 HQS.

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EXTENSION [redacted]

NO.

DATE 9 October 1973

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TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. DD/M&S BX-4			RSW/pmd	1 to 2: Subsequent to the drafting of the attached memorandum, DD/O consolidated the position of the components in his Directorate and concurs with the paragraph 3 recommendation. DD/O and DD/M&S now have an agreed position and your approval is recommended.
2. DCI BX-3				
3. ISAS DX-2				
4.				
5.				Robert S. Wattles Acting DD/M&S
6.				Att: DD/M&S 73-4009
7.				
8. EO-DD/M&S [redacted] kmg (15 Oct 73) Distribution: Orig RS - DCI w/O&4 of Att (DD/M&S 73-4009) 1 - DD/M&S Subj w/cy of Att 1 - DD/M&S Chrono w/cy of Att 1 - RSW Chrono				
9.				
10. DD/M&S 73-4009: Memo dtd 15 Oct 73 to DCI fr DD/M&S, subj: Declassification Request - [redacted]				
11.				
12.				
13.				
14.				
15.				

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FORM 3-62 610 USE PREVIOUS EDITIONS ☒ SECRET ☐ CONFIDENTIAL ☐ INTERNAL USE ONLY ☐ UNCLASSIFIED

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OPERATIONS DIRECTORATE SUPPORT OFFICERS' MEETING

3 October 1973

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1. [redacted]

2. Items of interest

a. Mr. Nelson will be taking a trip to Europe; he leaves on the 13th and will be back to work on the 29th of October.

b. Monday, 8 October, is a holiday and should be treated as Sunday. DDO offices should have someone review cable traffic received after Saturday noon and on Sunday. This review could be performed at any convenient time on Monday.

c. TDY Per Diem for Dependents. You are reminded that the report for the quarterly period ending 30 September on TDY per diem for dependents is due. The report should include the name and location of the employee involved, the number of dependents, adult/child, full or partial per diem, the reason for and duration of the travel; and should be addressed to the DDO through the SSA-DD/M&S.

d. Spouse Day. DDO spouse day planned for 17 November is limited to spouses only, no children please. Each employee is to exercise his or her own individual judgment on spouses visiting DDO office areas. Employees under NOC will not participate. An employee who feels he might jeopardize official cover should not participate. See DD/M&S memo dated 28 Sept to Deputy Directors (73-3843).

e. There will be a Safety/Building Evacuation meeting at 10 a.m. on Thursday, 11 October, in the auditorium. This was previously scheduled for 4 October.

f. Logistics has asked us how many people assigned outside the building are using reserved parking spaces at Headquarters. This does NOT include car pool or shift parking. Please let [redacted] know as soon as possible [redacted] but not later than 12 October.

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g. Bob Wattles has announced his intentions to retire 31 December.

h. The government raise of 4.77 will be effective the pay period beginning 14 October and will show up in the pay on 9 November.

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